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ABSTRACT

This study was undertaken to assess: (1) the U.S. corporate demand for Americans holding an MBA degree with a concentration in International Management, (2) the U.S. corporate demand for foreign nationals holding a similar American MBA degree, and (3) the corporate perception of the value of foreign languages in such an international curriculum. A questionnaire was sent to 1,050 corporations doing a significant amount of international business, including approximately 250 foreign-based firms doing business in the United States. Returns were received from 275 firms, assuring a confidence level of slightly over 90 percent. The following conclusions can be drawn from the study: (1) True language fluency is a valuable asset for the individual as long as he also has technical business credentials to accompany his language skills. (2) An American who has lived and studied abroad is perceived to be more valuable than his counterpart who has not, though not as much so by larger corporations. (3) There is a strong demand for foreigners who have been trained in America, particularly for work in overseas offices. (Author/PP)

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AN ANALYSIS OF MULTINATIONAL CORPORATE PERCEPTIONS CONCERNING AN INTERNATIONAL M.B.A. DEGREE

EXECUTIVE SUMMARY

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June 1974

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At the request of the International Institute of the University of Dallas, this study was undertaken to assess: a) the U.S. corporate demand for Americans holding an MBA degree with a concentration in International Management, b) the U.S. corporate demand for foreign nationals holding a similar American MBA degree, and c) the corporate perception of the value of foreign languages in such an international curriculum.

A mail questionnaire was sent to 1050 corporations doing a significant amount of international business. These included approximately 250 foreign-based firms doing business in the United States. Returns were received from 275 firms, assuring a confidence level of slightly over 90%.

A demographic profile of the firms returning the questionnaire shows the "average", or modal, firm to fall in the "manufacturing and construction" area with assets exceeding $250 million, employing less than 24,000 people and doing approximately 30% of its total business abroad - principally in Western Europe. Slightly over 50% of the returns were filled out by executives directly engaged in international operations, the rest being done by those in Personnel or other areas.

The results indicated that these firms hire a median of 3.8 MBAs per year. There were, however, 57 of the largest firms who indicated that they hire 13 or more per year.

Fully two-thirds of the respondents indicate they do not hire MBAs specifically for international assignments, but they did rate an international curriculum as "valuable" (3.2 on a scale from 1 to 5).

Language fluency was characterized as an "important" hiring criterion for international operations, and two-thirds of the respondents indicated that true fluency in one language is more valuable than a fair working knowledge of two languages. Looking again at the larger corporations opposed to the rest indicated that there was no significant difference between them as to the use of language fluency as a hiring criterion. Both used it to the same extent.

Expanding on fluency, respondents were asked to rank in order of importance the criteria used in selecting employees for work abroad. Technical ability was the overwhelming first priority, while ability to adapt environmentally was the second choice. Language ability was a close third choice with a significant number also ranking it second most important.

This result was reinforced further by the response that foreign language departments do not prepare their students very well in the eyes of the respondents. The modal response fell in the area "poor preparation" with only nine respondents indicating good or very good preparation. No significantly different opinion appeared here between the larger corporations and all the rest.

The next question concerned consideration of the employee's spouse when making an overseas assignment decision. The median value of these responses was 4.2 on a scale of 1 to 5

with five meaning "very serious consideration." Nearly 80% of all respondents indicated they consider the spouse when making this decision.

The final questions attempted to assess corporate preferences for potential overseas employees. One question dealt with the preparation of Americans for work abroad, while the final two asked about the value of American-educated foreigners.

Respondents generally believed that an American MBA-holder who had lived and studied abroad would be more valuable to their operation than an MBA-holder who had not had this experience. A cross tabulation of the data revealed a surprising result. Smaller corporations (those with less than $250 million in assets) found significantly more value to the individual who had studied abroad for a year than the larger corporations did. Reasons for this could not be specifically determined.

With regard to the foreigner holding an American MBA, fully 92% said they would like to have him for their overseas operation. When asked if they would similarly hire this individual for work in the U.S. headquarters there was a drop, but nearly 70% still said yes.

Finally, respondents were asked from where specifically they would like to see foreign talent drawn and trained. Western Europe was the first choice by a clear majority. Canada was the second choice while Central and South America was a close third.

Several conclusions emerge from this study. First, true language fluency is a valuable asset for the individual as long as he also has technical business credentials to accompany his language skills. Second, an American who has lived and studied abroad is perceived to be a more valuable asset than his counterpart who has not, though not as much so by larger corporations. Finally, in addition to the demand for this specially-trained and more widely-experienced American, there is also a strong demand for foreigners who have been trained in America, particularly for work in overseas offices.

AN ANALYSIS OF MULTINATIONAL CORPORATIONS' PERCEPTION OF THEIR REQUIREMENTS FOR INTERNATIONAL M.B.A. DEGREE HOLDERS

FOR

DR. HELMUT MERKLEIN
OF THE FACULTY OF THE
UNIVERSITY OF DALLAS

CONDUCTED BY:

THE RESEARCH CONSORTIUM
JUNE 1974

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INTRODUCTION

DR. HELMUT MERKLEIN COMMISSIONED THE RESEARCH CONSORTIUM, LTD. TO PERFORM A RESEARCH PROJECT TO OBTAIN BASIC DATA IN ORDER TO MAKE OBJECTIVE DETERMINATIONS CONCERNING THE DEMAND FOR INTERNATIONAL MBAS, THEIR TRAINING, AND THE MOST DESIRABLE STUDENT NATIONALITY.

MORE SPECIFICALLY, THE OBJECTIVES WERE:

1. TO DETERMINE WHAT DEMAND EXISTS FOR INTERNATIONAL MBA DEGREE HOLDERS;
2. TO DETERMINE WHAT PARTICULAR CURRICULA MULTINATIONAL CORPORATIONS ENVISION AS BEST PREPARING THEIR FUTURE MBA EMPLOYEES; AND TO
3. DETERMINE THE VALIDITY OF THE HYPOTHESIS THAT IT WOULD BE BETTER TO CONCENTRATE ON EDUCATING FOREIGN NATIONALS VIA AN INTERNATIONAL MBA CURRICULA THAN NATIVE AMERICANS , DUE TO CORPORATE DESIRES TO STAFF FOREIGN OPERATIONS WITH NATIONALS.

AS DETAILED IN THE FOLLOWING PAGES, THE OBJECTIVES OF THIS STUDY WERE MET.

RESEARCH METHOD

SINCE BY THEIR VERY NATURE MULTINATIONAL CORPORATIONS TEND TO BE LARGE, RELATIVELY DISPERSED GEOGRAPHICALLY, AND OF VARIED NATURES IN GENERAL, A WELL CONSTRUCTED QUESTIONNAIRE WAS DEEMED THE MOST SUITABLE METHOD FOR OBTAINING THE DATA REQUIRED FOR THIS RESEARCH PROJECT.

THE QUESTIONNAIRE ITSELF CONSISTED OF A FOUR PAGE BOOKLET (MORE FULLY DESCRIBED LATER IN THIS REPORT) WHICH WAS MAILED IN AN ENVELOPE WITH THE UNIVERSITY OF DALLAS LOGO IMPRINTED UPON IT.

THE MAILING WAS DEVISED TO MAXIMIZE RETURNS VIA FOLLOWING CERTAIN SUGGESTIONS MADE BY DR. JAMES MAKENS. SOME OF THESE SUGGESTIONS WERE:

1. HAND ADDRESSED ENVELOPES.
2. THE QUESTIONNAIRE WAS PRINTED ON A PLEASING PASTEL BACKGROUND.
3. SPECIAL COMMEMORATIVE STAMPS WERE USED.
4. THE MAILINGS WERE SCHEDULED SO AS NOT TO ARRIVE ON A MONDAY.
5. THE COVER LETTER WAS WRITTEN IN A CRISP MANNER SO AS TO QUICKLY CAPTURE THE READERS' INTEREST.

CORPORATIONS WERE SELECTED TO RECEIVE THE QUESTIONNAIRE IN ACCORDANCE WITH THE METHODS DELINEATED IN OUR PROPOSAL TO THE CLIENT FROM THE FOLLOWING SOURCES:

1. DUN AND BRADSTREET DIRECTORY OF MILLION DOLLARS FIRMS;
2. THE DIRECTORY OF U.S. FIRMS OPERATING ABROAD; AND,
3. THE DIRECTORY OF FOREIGN FIRMS OPERATING IN THE U.S.

(THE BIBLIOGRAPHY INCLUDED IN THIS REPORT GIVES PERTINENT DATA ON THESE PUBLICATIONS.)

IN SELECTING INDIVIDUALS TO ADDRESS THE QUESTIONNAIRES TO, THE PRIORITIES SPECIFIED IN THE PROPOSAL WERE USED. THE RESPONSES WE RECEIVED INDICATE THAT IN GENERAL WE REACHED THE DESIRED PERSONS (OR AT LEAST THE WRONGLY ADDRESSED PERSONS DID NOT REPLY). OF THE UNDELIVERABLE QUESTIONNAIRES RETURNED TO THE RESEARCH CONSORTIUM, THE LARGE PROPORTION WERE NOTED AS BEING UNDELIVERABLE DUE TO THE CORPORATIONS NOT LEAVING A FORWARDING ADDRESS.

THE RESPONSE RATE WAS QUITE FAVORABLE WITH 26.6 % OF THE QUESTIONNAIRES BEING RETURNED IN A FORM THAT WAS SUCH THAT IT COULD BE UTILIZED IN OUR FINAL ANALYSIS.

THE RESPONSES TO THE QUESTIONNAIRE WERE CODED, KEYPUNCHED, VERIFIED AND ANALYZED BY COMPUTER ON A SPECIALLY WRITTEN SORTING PROGRAM. THE COMPUTER PRINT-OUT WAS THEN ANALYZED BY THE RESEARCH TEAM AND THEIR ANALYSIS AND DATA ARE PRESENTED IN SUBSEQUENT PAGES.

DETERMINATION OF THE SAMPLE SIZE

A SAMPLE WAS REQUIRED OF SIZE SUCH THAT ADEQUATE RELIABILITY OF INFERENCES IMPUTED FROM THE DATA OBTAINED WOULD BE ASSURED.

BY USE OF A MATHEMATICAL FORMULA PREDICATED UPON THE CENTRAL LIMIT THEOREM SAMPLE SIZES CAN BE DETERMINED. THE CLIENT STATED THAT A 90 % LEVEL OF CONFIDENCE WOULD BE SATISFACTORY. BY USE OF THE FORMULA

$$N = \frac{PQ}{(AE \,/\, Z)^2}$$

WHERE N = MINIMUM SAMPLE SIZE
P = PROBABILITY OF SUCCESS
Q = PROBABILITY OF FAILURE
AE = ALLOWABLE ERROR, AND
Z = CRITICAL PROBABILITY IN TERMS OF STANDARD DEVIATIONS,

THE NECESSARY SAMPLE SIZE WAS DETERMINED. WHEN THE APPROPRIATE NUMBERS ARE INSERTED IN THE FORMULA (USING THOSE NUMBERS WHICH COMPLIED WITH OUR CLIENT'S WISHES AND WHICH WOULD RESULT IN A 90 % LEVEL OF CONFIDENCE), THE SAMPLE SIZE REQUIRED WAS DETERMINED TO BE 206.

THE SAMPLE UPON WHICH THIS REPORT IS BASED TURNED OUT TO BE 275. THIS LARGER NUMBER OF RESPONSES WAS INSERTED IN THE PREVIOUSLY MENTIONED FORMULA AND THE FORMULA SOLVED FOR "z". WE DISCOVERED THAT IN PLACE OF THE 90 % LEVEL OF CONFIDENCE REQUIRED WE HAD IN FACT OBTAINED A LEVEL OF 94.5 %. THIS HIGHER LEVEL OF CONFIDENCE WILL ALLOW OUR CLIENT TO BE SOMEWHAT MORE SURE OF DECISIONS HE MAY MAKE PREDICATED UPON THE RESULTS OF THIS REPORT.

QUESTIONNAIRE INTRODUCTION

THE QUESTIONNAIRE WAS DESIGNED TO BE AS SIMPLE AND STRAIGHT-FORWARD AS POSSIBLE AND WAS PRESENTED IN A FOUR PAGE BOOKLET. THE COLOR CHOSEN FOR THE QUESTIONNAIRE WAS A LIGHT GREEN PASTEL WITH OUR INTRODUCTORY LETTER BEING PRESENTED ON THE FRONT PAGE OF THE BOOKLET.

THE COVER LETTER WAS STRUCTURED TO PRESENT THE PURPOSE OF THE QUESTIONNAIRE CRISPLY AND TO ALSO SIMULTANEOUSLY ELICIT MAXIMUM RESPONSE BY DEVELOPING A SYMPATHETIC ATTITUDE IN THE READER BY USE OF SUCH PHRASES AS "WE ARE FOUR GRADUATE STUDENTS ...", AND "...TO ALLOW THE UNIVERSITY TO CONTINUE TO IMPROVE ...".

THE RELATIVELY QUICK ACCUMULATION OF THE REQUISITE SAMPLE SIZE LENDS CREDENCE TO THE ABOVE PHILOSOPHY AND TO THE STRUCTURE OF THE COVER LETTER.

QUESTIONNAIRE ANALYSIS

DETAILED BELOW IS THE QUESTIONNAIRE USED IN THIS RESEARCH PROJECT IN AN "EXPLODED" FORMAT WITH EXPLANATIONS OF THE LOGIC BEHIND THE EXISTENCE OF EACH QUESTION OR QUESTION SET.

THE QUESTIONNAIRE IS A HYBRID PRODUCT OF THE IDEAS OF BOTH THE RESEARCH CONSORTIUM, LTD., AND THE CLIENT WITH, OF COURSE THE CLIENT'S WISHES TAKING PRECEDENCE.

1. **Into which of the following classifications does your firm most closely fit? (Check one)**
   - ☐ Services
   - ☐ Banking, insurance, and real estate
   - ☐ Manufacturing or Construction
   - ☐ Wholesaling or retailing
   - ☐ Mining, oil, and gas

2. **What is your approximate size in total assets measured in millions of dollars? (Check One)**
   - ☐ Less than 1
   - ☐ 1 to 49
   - ☐ 50 to 99
   - ☐ 100 to 250
   - ☐ Greater than 250

3. **Approximately how many total employees do you have, measured in the thousands? (Check One)**
   - ☐ 0–24
   - ☐ 25–49
   - ☐ 50–74
   - ☐ 75–99
   - ☐ 100 or more

QUESTIONS NUMBERS ONE, TWO, AND THREE, HAVE THE RELATIVELY OBVIOUS REASON FOR EXISTENCE; THEY PROVIDE A BASIS FOR ANALYSIS OF REPLIES BY TYPE OF CORPORATION, NET ASSET SIZE, AND TOTAL EMPLOYEES OF THE FIRM IN QUESTION.

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IN ADDITION TO THE OBVIOUS INTENT OF THE FIRST THREE QUESTIONS, THERE IS A SUBTLE BUT IMPORTANT PSYCHOLOGICAL EFFECT. SINCE THEY ARE ALL "ROUTINE", AND THUSLY EASILY ANSWERED, THE RESPONDENT IS MORE LIKELY TO BE MOTIVATED TO COMMENCE ANSWERING THE QUESTIONNAIRE.

4. In your best estimation, about what percentage of your TOTAL business falls into the domestic and into the foreign category?

Domestic _____%
Foreign _____%
100%

THIS QUESTION WAS INTENDED SOLELY TO VALIDATE THAT IN FACT WE HAD CONTACTED A MULTINATIONAL FIRM AND NOT A STRICTLY AMERICAN FIRM. IF THE FIRM DID NO BUSINESS IN THE FOREIGN SECTOR, THE RESPONSES THEY FILLED IN WERE NOT USED IN THE FINAL ANALYSIS.

5. Please rank the areas in which you are now doing MOST of your foreign business. (1 being the largest dollar volume, and 7 being the smallest dollar volume. Do not rank an area if you are not doing any significant business there.)

___ Africa
___ Western Europe
___ Middle East
___ Canada
___ Central and South America
___ Far East (Including Japan and Australia)
___ Eastern Europe and Soviet Union

THIS QUESTION WAS INTENDED TO ASCERTAIN THE AREAS IN WHICH THE RESPONDING FIRM DID MOST (OR AT LEAST SOME) OF ITS FOREIGN BUSINESS. THIS IN TURN WAS USED IN THE ANALYSIS OF OUR QUESTIONNAIRES.

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6. This questionnaire is being answered by someone connected with: (Check one)
   - ☐ Corporate Personnel
   - ☐ International Operations
   - ☐ Other (specify) _____

THIS QUESTION WAS ONE WITH A TWOFOLD PURPOSE. FIRSTLY, THE INTENT WAS TO VERIFY THE FACT THAT WE HAD REACHED ONE OF THE INDIVIDUALS WE HAD INTENDED TO REACH. SECONDLY, IF AN INDIVIDUAL SUCH AS A SECRETARY OR MAIL ROOM CLERK RESPONDED, THE QUESTIONNAIRE WAS IMMEDIATELY REJECTED AND CONSIDERED IN ANY FURTHER ANALYSIS IN NO WAY.

7. Approximately how many MBA degree holders does your company hire annually? (Check one)
   - ☐ None
   - ☐ 1–4
   - ☐ 5–8
   - ☐ 9–12
   - ☐ 13 or more

THIS QUESTION REPRESENTS THE FIRST ATTEMPT TO ASCERTAIN ONE OF OUR PRIME OBJECTIVES: THE SIZE OF THE MARKET (OR DEMAND) FOR MBAS.

8. Does your organization hire MBA's for the specific purpose of utilizing them in your international operations? (Check one)
   - ☐ Yes
   - ☐ No
   - ☐ Uncertain

QUESTION NUMBER 8 WAS INTENDED TO DETERMINE WHETHER OR NOT THE RESPONDENT'S FIRM DID OR DID NOT MAKE A CONSCIOUS DECISION TO HIRE MBAS FOR FOREIGN ASSIGNMENTS.

9. The trend today in MBA programs is toward developing specific international curricula. In regard to your foreign operations, how valuable do you perceive these programs to be? (Check one)

- ☐ Very valuable
- ☐ Valuable
- ☐ Slightly valuable
- ☐ Not valuable
- ☐ Undecided

QUESTION NUMBER 9 WAS INTENDED TO AID IN THE FUTURE DEVELOPMENT OF CURRICULA AND, IN A MORE SOPHISTICATED WAY, ASKS: DOES YOUR CORPORATION PERCEIVE AN INDIVIDUAL WITH SPECIAL INTERNATIONAL MBA TRAINING AS MORE VALUABLE THAN ONE WITH A REGULAR MBA DEGREE?

10. Is fluency in a foreign language now an important hiring criterion for your foreign operations? (Check one)

- ☐ Very important
- ☐ Important
- ☐ Slightly Important
- ☐ Not Important
- ☐ Undecided

11. If you had two MBA applicants with identical credentials except that one is fluent in one modern commercial language, while the other has a fair working knowledge (can read, but cannot speak) of two such languages, which one would you choose? (Check one)

- ☐ One Fluent language
- ☐ Two working languages
- ☐ Uncertain

QUESTIONS NUMBERS 10 AND 11 ARE VERY CLOSELY RELATED. QUESTION NUMBER 10 ASKS DIRECTLY HOW IMPORTANT IS LANGUAGE FACILITY. NUMBER 11 POSES THE QUESTION: ARE TWO "WORKING" LANGUAGES MORE DESIRABLE FROM A CORPORATE VIEWPOINT THAN ONE FLUENT LANGUAGE? THE RESULTS OF THIS QUESTION SHOULD HAVE CONSIDERABLE BEARING ON FUTURE CURRICULA DEVELOPMENT.

12. List in the order of importance your criteria in selecting employees for work abroad. (Place number 1 for most important through number 5 for least important.)

- ___ Technical ability
- ___ Previous overseas experience
- ___ Language ability
- ___ Environmental adaptability
- ___ Other (specify) _____

QUESTION NUMBER 12 HAS THE OBVIOUS INTENT OF DETERMINING WHAT CRITERIA ARE MOST IMPORTANT IN HIRING AN INDIVIDUAL FOR FOREIGN EMPLOYMENT.

13. Do you now give serious consideration to the cultural adaptability of the non-working spouse before sending an individual abroad? (Check one)

- ☐ Very serious consideration
- ☐ Serious consideration
- ☐ Consideration
- ☐ Not considered
- ☐ Undecided

THIS QUESTION WAS INTENDED TO FURNISH THE CLIENT WITH DATA FOR CONSIDERATIONS NOT INCLUDED IN THIS REPORT.

14. In your experience, do foreign language departments of U. S. universities prepare their students for corporate management positions in international operations? (Check one)

- ☐ Very good preparation
- ☐ Good preparation
- ☐ Average preparation
- ☐ Poor preparation
- ☐ Very poor preparation

THE FOURTEENTH QUESTION IS INTENDED TO DETERMINE WHETHER OR NOT INTERNATIONAL CORPORATIONS CONSIDERED UNDERGRADUATE LANGUAGE EDUCATION AS SUFFICIENT PREPARATION FOR INTERNATIONAL MANAGEMENT POSITIONS.

15. One method of improving linguistic and cultural skills would be to send U. S. language majors holding a B.A. degree to foreign universities for one year where they take business courses in the language of their major, prior to admission to a full-fledged MBA program in the U. S. Please indicate the value of such a person to your international operations compared to a regular MBA holder. (Check one)

- ☐ Very valuable
- ☐ Valuable
- ☐ Slightly valuable
- ☐ Not valuable
- ☐ Undecided

THIS QUESTION PROBES THE RESPONDENT'S FEELINGS ON THIS PARTICULAR POSSIBILITY AND HAS EXTREMELY EVIDENT IMPLICATIONS FOR FUTURE CURRICULA DEVELOPMENT.

16. Another method would be to draw management talent from abroad. Would you hire a foreigner holding an American MBA if he were available? (Check one in each column)

	For work in U.S. Hq.	For work in his native country
Yes	☐	☐
No	☐	☐

17. If your answer to question 16 was Yes, please rank in order of importance (1 being the most important and 7 being the least important) the areas from which you would like to see this trained talent drawn.

___ Africa
___ Western Europe
___ Middle East
___ Canada
___ Central and South America
___ Far East (including Japan and Australia)
___ Eastern Europe and Soviet Union

THE SIXTEENTH AND SEVENTEENTH QUESTIONS PROBE THE ULTIMATE CONSUMER'S VIEWPOINT AS TO HIS TENDENCY TO HIRE FOREIGN NATIONALS AND EXACTLY WHAT FOREIGN NATIONALS. THESE RESULTS WILL AID IN MAKING THE DECISION TO SUPPORT OR REJECT THE HYPOTHESIS THAT A UNIVERSITY OFFERING AN INTERNATIONAL MBA DEGREE WOULD HAVE A MORE MARKETABLE PRODUCT IF ITS RAW MATERIAL WAS FOREIGN WITH AMERICAN FACTORS ADDED AS OPPOSED TO AN ALL AMERICAN PRODUCT.

If you would like an executive summary of this report, please fill in the required information (or attach your card).

Name _____ Title _____

Firm _____

Address _____

City _____ State _____ Zip _____

THE LAST QUESTION IS INTENDED TO FURNISH THE CLIENT WITH A "HIGH INTEREST" MAILING LIST FOR FUTURE CONTACTS.

ANALYSIS

In compliance with our client's wishes, a detailed and/or rigorous statistical analysis was not employed. This is not to say that sound statistical practices were not followed but only that this report will be presented more in an alphabetic form than in a numeric form.

Firms classifying themselves as being in the "Manufacturing or Construction" category constituted 55.3 % of our sample, with those in "Mining, Oil, and Gas" representing only 9.5 % of the sample (see figure 1).

In total assets 57.2 % of the responding firms exceeded 250 million dollars with only 3.6 % having assets of less than one million dollars. Firms in the middle three categories (one million to 250 million dollars in assets) represented the remaining 39.2 % of the sample.

Slightly over half of the responding firms had less than 24,000 employees.

In a very general sense then, the "average" firm's profile would be: A manufacturing or Construction firm with assets exceeding 250 million dollars and fewer than 24,000 employees.

Our sample was very much internationally oriented with 78.9 % of the firms having at least 30 % of their sales classified as foreign. If one is to use the U.S. Department of Commerce definition of a multinational corporation as one whose sales have attained a ratio of 25 % being in foreign markets, then it is readily apparent that our sample consists very much of "multinational firms". Of those respondents that did not have at least 25 % foreign sales, they in their own minds are multinational as indicated by the fact that they replied to the questionnaire.

The individuals we had hoped to reach with this questionnaire were in the large part successfully contacted. Over 50 % of the questionnaires were answered by someone "connected with International Operations". The majority of the remainder were answered by someone "connected with Corporate Personnel" with 16 % of the respondents falling in the "Other" category. The majority of these "Other" persons had job titles indicating that they would be in a position to properly

ANSWER THE QUESTIONNAIRE.

WITH THE EVIDENCE INDICATING THAT OUR SAMPLE DOES IN FACT CONSIST OF MULTINATIONAL FIRMS, THE FIRST QUESTION TO BE ANSWERED IS: WHAT IS THE MARKET FOR INTERNATIONAL MBA DEGREE HOLDERS?

BY USING THE REPLIES TO QUESTION NUMBER SEVEN, WHICH DIRECTLY ASKS HOW MANY MBA DEGREE HOLDERS THESE FIRMS HIRE ANNUALLY, IT CAN BE CALCULATED THAT OUR RESPONDING FIRMS WILL HIRE APPROXIMATELY 1,635 MBA DEGREE HOLDERS. (THIS FIGURE IS OBTAINED BY MULTIPLYING THE MIDPOINT OF EACH CLASS INTERVAL BY THE APPROPRIATE NUMBER OF RESPONDENTS AND BY MULTIPLYING THE LOWER LIMIT OF THE UPPER UNBOUNDED CLASS BY THE NUMBER OF RESPONDENTS). WHILE THIS FIGURE AND PROCEDURE IS NOT STATISTICALLY SUPPORTABLE, IT SHOULD GIVE A REASONABLE ESTIMATE OF THE LOWER BOUND OF THE MBA DEMAND.

SINCE THE 268 RESPONDENTS TO THIS QUESTION REPRESENT APPROXIMATELY 9 % OF THE 3,000 CORPORATIONS CLASSIFIED AS MULTINATIONAL BY THE U.S. DEPARTMENT OF COMMERCE, AND THE RESPONDENTS ARE A RANDOM SAMPLE, ONE CAN EXTRAPOLATE FROM THESE FIGURES THAT AROUND 18,000 MBAs WILL BE HIRED BY MULTINATIONAL FIRMS EACH YEAR. THIS REPRESENTS ROUGHLY ONE-HALF OF THE

MBAs CONFERRED ANNUALLY.

THE REPLIES TO QUESTION NUMBER 8 INDICATE THAT 26.1 % OF THE RESPONDING ORGANIZATIONS HIRE MBAs FOR THE "SPECIFIC" PURPOSE OF STAFFING THEIR INTERNATIONAL OPERATIONS. THIS, OF COURSE, SHOWS THAT ONE OF EVERY FOUR MBAs IS HIRED FOR INTERNATIONAL WORK AND, AGAIN, CONFIRMS THAT THERE IS A LARGE MARKET FOR INTERNATIONAL PERSONNEL WITH THE MBA DEGREE.

THE ABOVE DATA COINCIDES QUITE WELL WITH THE RESULTS OF QUESTION NUMBER NINE IN WHICH 45 % OF THE RESPONDENTS STATE THAT A "SPECIFIC INTERNATIONAL CURRICULA" WOULD BE "VERY VALUABLE" OR "VALUABLE".

IN VIEW OF THE FACT THAT AN INTERNATIONALLY ORIENTED CURRICULA IS PERCEIVED AS BEING OF VALUE, THE QUESTION ARISES AS TO WHAT SPECIFICALLY SHOULD BE TAUGHT IN THIS CURRICULA. OVER HALF (53 %) OF OUR SAMPLE INDICATED THAT LANGUAGE WAS "IMPORTANT" OR "VERY IMPORTANT" AS A HIRING CRITERIA FOR THEIR FOREIGN OPERATIONS.

SLIGHTLY UNDER HALF OF THE REPLIES INDICATED THAT THEY FELT THAT "ONE FLUENT LANGUAGE" WAS THE PREFERABLE SITUATION. "TWO WORKING LANGUAGES" WERE PREFERRED BY 28.4% OF THE POPULATION OF OUR SAMPLE. IT SHOULD BE NOTED THAT ALMOST ONE OUT OF FOUR RESPONDENTS WERE UNCERTAIN AS TO WHICH THEY WOULD PREFER.

WITH FOREIGN LANGUAGE ABILITY BEING AN IMPORTANT CRITERION TO MOST RESPONDENTS, HOW DO THESE RESPONDENTS SEE FOREIGN LANGUAGE DEPARTMENTS OF UNIVERSITIES AS PREPARATORY GROUNDS FOR FUTURE INTERNATIONAL MANAGERS? OF THE 228 REPLIES TO THIS QUESTION, FULLY 60% FELT THAT THESE DEPARTMENTS PREPARED THEIR STUDENTS POORLY; ANOTHER 35% FELT THEM TO BE ONLY AVERAGE; AND ONLY 3% PERCEIVED THEM TO BE PERFORMING IN A MANNER THAT COULD BE CLASSIFIED AS "GOOD" OR "VERY GOOD".

IF THE RESPONDENTS BELIEVE THAT FOREIGN LANGUAGE DEPARTMENTS PREPARE THEIR STUDENTS POORLY FOR THIS TYPE POSITION, WHAT DO THEY THINK OF SENDING THESE SAME INDIVIDUALS FOR A YEAR'S STUDY ABROAD PRIOR TO HAVING THEM WORK TOWARD AN MBA? OVER HALF THE REPLIES STATES THAT THEY FELT THAT THIS WOULD BE

"VALUABLE" OR "VERY VALUABLE". EVIDENTLY, MULTINATIONAL CORPORATIONS FEEL THAT THIS APPROACH MIGHT WELL BE WORTHWHILE.

WHAT IS THE DEMAND FOR FOREIGN NATIONALS WITH AMERICAN MBA DEGREES? A PHENOMENAL 97.6 % OF THE RESPONDENTS INDICATED THAT THEY WOULD HIRE SUCH AN INDIVIDUAL FOR THEIR NATIVE OPERATIONS; 78.9 % OF THESE SAME RESPONDENTS INDICATED THAT THEY WOULD BE WILLING TO HIRE THE SAME INDIVIDUAL FOR THEIR U.S. HEADQUARTERS OPERATIONS. FOREIGN NATIONALS WITH AMERICAN MBAS ARE CLEARLY SEEN TO BE VERY MUCH DESIRED BY MULTINATIONAL CORPORATIONS.

IN SUMMARY IT IS EVIDENT THAT MOST MULTINATIONAL FIRMS:

1. HIRE MBAS SPECIFICALLY FOR THEIR INTERNATIONAL OPERATIONS;
2. FIND FLUENCY IN A FOREIGN LANGUAGE VALUABLE, BUT;
3. FIND TYPICAL AMERICAN UNIVERSITY FOREIGN LANGUAGE DEPARTMENTS NOT PREPARING THEIR STUDENTS FOR INTERNATIONAL MANAGEMENT POSITIONS; AND,
4. WOULD QUICKLY HIRE A FOREIGN NATIONAL WITH AN AMERICAN MBA DEGREE.

FIGURES 1 THROUGH 9 PRESENT GRAPHICALLY THE RESULTS DESCRIBED ABOVE.

ADDITIONAL DATA

In addition to providing data as a base of analysis for the main objectives of this report, the project provided other information which might well be of value to the client.

Figure number 9 indicates that Western Europe was indicated quite clearly as the geographic area where most of the responding firms did the largest part of their foreign business (172 respondents ranked it as "1" in their replies).

The second most prevalent response to this question was the "Far East" with 35 replies, followed closely by Canada with 31.

Figure number 10 indicates most multinational firms would like to draw their managerial talent from Western Europe, which in light of the data from figure number 9 is not surprising.

What is rather interesting to note is that Central and South America was the second most chosen area from which these firms would like to draw their managerial talent.

FIGURE NUMBER 11 INDICATES THAT BY FAR "TECHNICAL ABILITY" IS THE MAJOR CRITERION IN SELECTING PERSONNEL FOR OVERSEAS ASSIGNMENT.

FIGURE 12 SHOWS THE EXPECTED RELATIONSHIP BETWEEN ASSET SIZE AND NUMBER OF MBAS HIRED ANNUALLY: THE LARGER THE ASSETS, THE MORE MBAS HIRED EACH YEAR.

FIGURE NUMBER 13 DISPLAYS BY TYPE OF BUSINESS THE NUMBER OF RESPONSES FOR EACH TYPE INDICATING WHETHER OR NOT THEY HIRE MBAS FOR THEIR INTERNATIONAL OPERATIONS.

FIGURE NUMBER 14 GRAPHICALLY PRESENTS THE CULTURAL ADAPTABILITY OF THE SPOUSE AS A FACTOR IN SELECTING PERSONNEL FOR OVERSEAS ASSIGNMENT. THE CHART SHOWS THAT THIS IS AN IMPORTANT FACTOR TO MANY COMPANIES.

SOME UNSOLICITED RESPONSES

IN RECENT YEARS WE HAVE SENT FEWER AND FEWER AMERICANS ABROAD - IT IS EXORBITANTLY EXPENSIVE AND THE RESULTS HAVEN'T JUSTIFIED IT. ON THE OTHER HAND, BY RECENTLY REORGANIZING ON A WORLD - WIDE PRODUCT LINE BASIS, WE HAVE A GREATER NEED FOR BOTH U.S. AND FOREIGN EMPLOYEES WITH AN INTERNATIONAL PERSPECTIVE.

PEOPLE TRANSFER FROM COUNTRY TO COUNTRY SO (THEY) NEED A VARIETY OF LANGUAGES.

PRINCIPAL PROBLEM TODAY IN MANY AREAS, PARTICULARLY (THE) CARIBBEAN AND WEST AFRICA, IS OBTAINING WORK PERMITS FOR NON-NATIONALS. WE ARE BEING FORCED, MORE AND MORE, TO REPLACE NON-NATIONALS WITH NATIONALS.

HAVE FOUND FEW IF ANY BILINGUAL AMERICANS WISHING TO COMMIT THEMSELVES TO A CAREER IN A FOREIGN SUBSIDIARY. SEND OR SPONSOR JAPANESE AND EUROPEANS TO ADVANCED TRAINING (MA, ETC.) AT AMERICAN U'S.

WHAT WE WANT ARE EUROPEAN NATIONALS WHO HAVE UNDERGRADUATE EDUCATION (OR EQUIVALENT WORKING EXPERIENCE) IN EUROPE AND THEN AN AMERICAN - TYPE GRADUATE DEGREE IN BUSINESS.

WE GOT A TURK HEADING FOR JAPAN AND A GERMAN SLATED FOR SOUTH AFRICA. BUT WE DO HAVE A TAIWANESE HEADING BACK.

PREFER MASTER'S DEGREE IN INTERNATIONAL RELATIONS, FOREIGN TRADE, INTERNATIONAL ECONOMICS. WE DRAW A LOT OF OUR PEOPLE FROM THUNDERBIRD IN ARIZONA.

No chance of a language major going overseas in first 5 or 10 years. Therefore language facility is meaningless if not used immediately.

If you can't speak a language fluently it is NOT a working language.

Expect them to learn language after arriving on scene.

Aside from temporary technical assignments, we do not use U.S.A. personnel abroad.

As we almost always hire foreign nationals, the foreign language in which we require fluency is English.

Berlitz language school(s) often used if language is a barrier.

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BIOGRAPHICAL SKETCHES OF THE TEAM MEMBERS

MR. SUBHASH ARORA: UNDERGRADUATE DEGREE FROM DELHI, INDIA. ONE YEAR EXPERIENCE AS A SUPERVISOR IN A METALS PLANT.

MR. JOHN COLQUITT: UNDERGRADUATE DEGREE FROM THE UNIVERSITY OF NEW MEXICO. SIX YEARS EXPERIENCE IN VARIOUS CONSTRUCTION FIELDS.

MR. VICTOR HAJDUK: UNDERGRADUATE DEGREE FROM THE UNIVERSITY OF MARYLAND. SIX YEARS EXPERIENCE IN COMPUTER SERVICE INDUSTRIES.

MR. MOHAMMED UMAR: UNDERGRADUATE DEGREE FROM THE UNIVERSITY OF KARACHI (PAKISTAN). FIVE YEARS EXPERIENCE IN GOVERNMENTAL WORK.

SURVEY OF MULTINATIONAL COMPANIES

Dear Sir:

We are four graduate students conducting a survey in conjunction with the University of Dallas. Our purpose is to determine your perception of the international business curriculum. Such information will allow the University to continue to improve its program.

Your reply will be used only for statistical tabulation. All replies will be held in strictest confidence and there is thus no need to identify yourself.

We appreciate your help and look forward to receiving your completed questionnaire within the next few days.

Sincerely,

John Colquitt
Team Leader

QUESTIONNAIRE

1. Into which of the following classifications does your firm most closely fit? (Check one)
   - ☐ Services
   - ☐ Banking, insurance, and real estate
   - ☐ Manufacturing or Construction
   - ☐ Wholesaling or retailing
   - ☐ Mining, oil, and gas

2. What is your approximate size in total assets measured in millions of dollars? (Check One)
   - ☐ Less than 1
   - ☐ 1 to 49
   - ☐ 50 to 99
   - ☐ 100 to 250
   - ☐ Greater than 250

3. Approximately how many total employees do you have, measured in the thousands? (Check One)
   - ☐ 0–24
   - ☐ 25–49
   - ☐ 50–74
   - ☐ 75–99
   - ☐ 100 or more

4. In your best estimation, about what percentage of your TOTAL business falls into the domestic and into the foreign category?

   Domestic _____%
   Foreign _____%
   100%

5. Please rank the areas in which you are now doing MOST of your foreign business. (1 being the largest dollar volume, and 7 being the smallest dollar volume. Do not rank an area if you are not doing any significant business there.)
   - ___ Africa
   - ___ Western Europe
   - ___ Middle East
   - ___ Canada
   - ___ Central and South America
   - ___ Far East (Including Japan and Australia)
   - ___ Eastern Europe and Soviet Union

6. This questionnaire is being answered by someone connected with: (Check one)
   - ☐ Corporate Personnel
   - ☐ International Operations
   - ☐ Other (specify) _____

7. Approximately how many MBA degree holders does your company hire annually? (Check one)
   - ☐ None
   - ☐ 1–4
   - ☐ 5–8
   - ☐ 9–12
   - ☐ 13 or more

8. Does your organization hire MBA's for the specific purpose of utilizing them in your international operations? (Check one)
   - ☐ Yes
   - ☐ No
   - ☐ Uncertain

9. The trend today in MBA programs is toward developing specific international curricula. In regard to your foreign operations, how valuable do you perceive these programs to be? (Check one)
   - ☐ Very valuable
   - ☐ Valuable
   - ☐ Slightly valuable
   - ☐ Not valuable
   - ☐ Undecided

10. Is fluency in a foreign language now an important hiring criterion for your foreign operations? (Check one)
   - ☐ Very important
   - ☐ Important
   - ☐ Slightly Important
   - ☐ Not Important
   - ☐ Undecided

11. If you had two MBA applicants with identical credentials except that one is fluent in one modern commercial language, while the other has a fair working knowledge (can read, but cannot speak) of two such languages, which one would you choose? (Check one)
   - ☐ One Fluent language
   - ☐ Two working languages
   - ☐ Uncertain

12. List in the order of importance your criteria in selecting employees for work abroad. (Place number 1 for most important through number 5 for least important.)
   - ___ Technical ability
   - ___ Previous overseas experience
   - ___ Language ability
   - ___ Environmental adaptability
   - ___ Other (specify) _____

13. Do you now give serious consideration to the cultural adaptability of the non-working spouse before sending an individual abroad? (Check one)

- ☐ Very serious consideration
- ☐ Serious consideration
- ☐ Consideration
- ☐ Not considered
- ☐ Undecided

14. In your experience, do foreign language departments of U. S. universities prepare their students for corporate management positions in international operations? (Check one)

- ☐ Very good preparation
- ☐ Good preparation
- ☐ Average preparation
- ☐ Poor preparation
- ☐ Very poor preparation

15. One method of improving linguistic and cultural skills would be to send U. S. language majors holding a B.A. degree to foreign universities for one year where they take business courses in the language of their major, prior to admission to a full-fledged MBA program in the U. S. Please indicate the value of such a person to your international operations compared to a regular MBA holder. (Check one)

- ☐ Very valuable
- ☐ Valuable
- ☐ Slightly valuable
- ☐ Not valuable
- ☐ Undecided

16. Another method would be to draw management talent from abroad. Would you hire a foreigner holding an American MBA if he were available? (Check one in each column)

	For work in U.S. Hq.	For work in his native country
Yes	☐	☐
No	☐	☐

17. If your answer to question 16 was Yes, please rank in order of importance (1 being the most important and 7 being the least important) the areas from which you would like to see this trained talent drawn.

- ___ Africa
- ___ Western Europe
- ___ Middle East
- ___ Canada
- ___ Central and South America
- ___ Far East (including Japan and Australia)
- ___ Eastern Europe and Soviet Union

If you would like an executive summary of this report, please fill in the required information (or attach your card).

Name _____ Title _____

Firm _____

Address _____

City _____ State _____ Zip _____

APPENDIX A
GRAPHICAL DATA

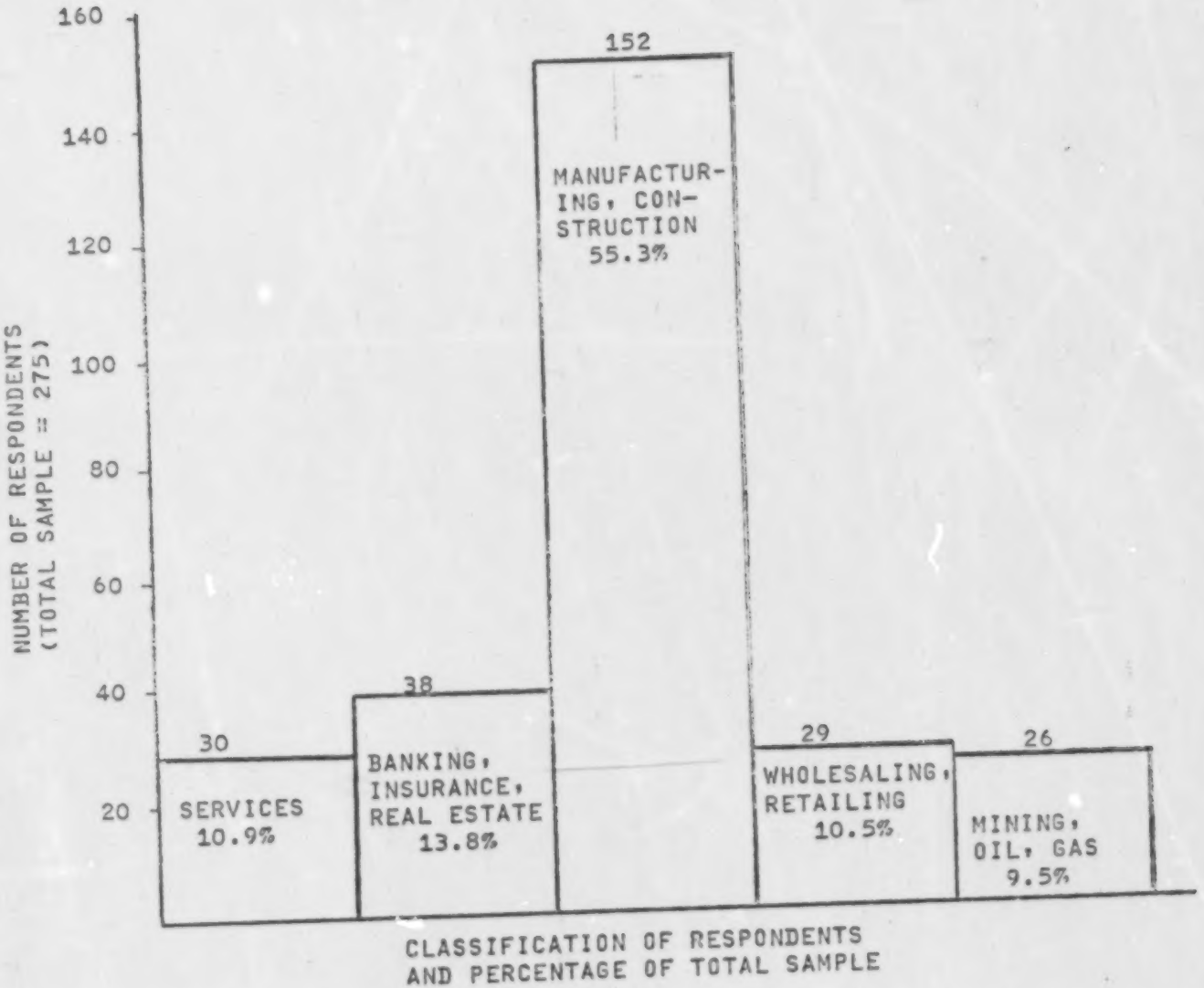
160
140
120
100
80
60
40
20
NUMBER OF RESPONDENTS
(TOTAL SAMPLE = 275)
30
38
152
29
26
SERVICES
10.9%
BANKING,
INSURANCE,
REAL ESTATE
13.8%
MANUFACTUR-
ING, CON-
STRUCTION
55.3%
WHOLESALING,
RETAILING
10.5%
MINING,
OIL, GAS
9.5%
CLASSIFICATION OF RESPONDENTS
AND PERCENTAGE OF TOTAL SAMPLE

FIGURE 1

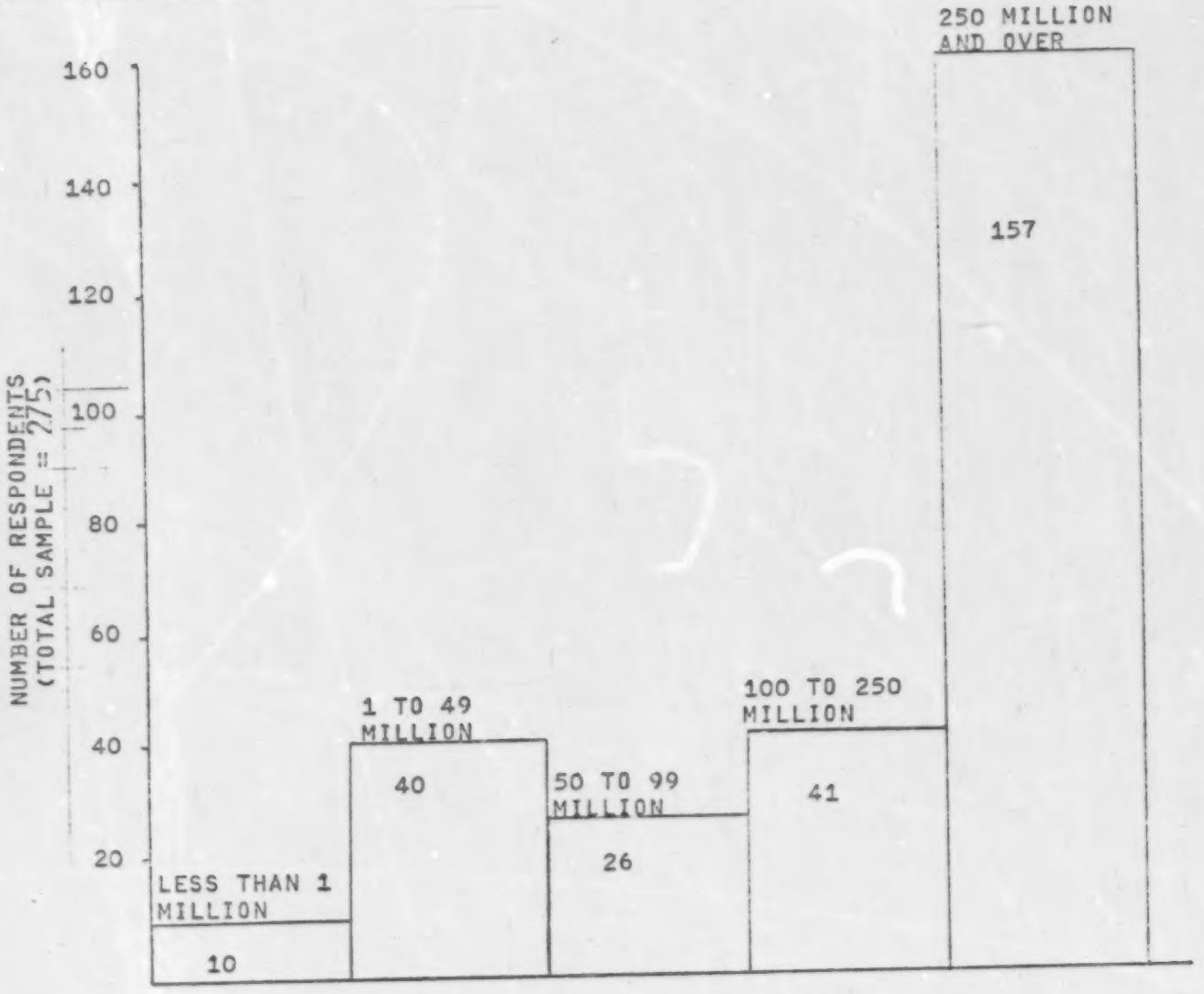
250 MILLION AND OVER
160
140
120
100
80
60
40
20
NUMBER OF RESPONDENTS (TOTAL SAMPLE = 275)
157
100 TO 250 MILLION
41
1 TO 49 MILLION
40
50 TO 99 MILLION
26
LESS THAN 1 MILLION
10
NUMBER OF RESPONDENTS BY TOTAL ASSETS (IN MILLIONS OF DOLLARS)

FIGURE 2

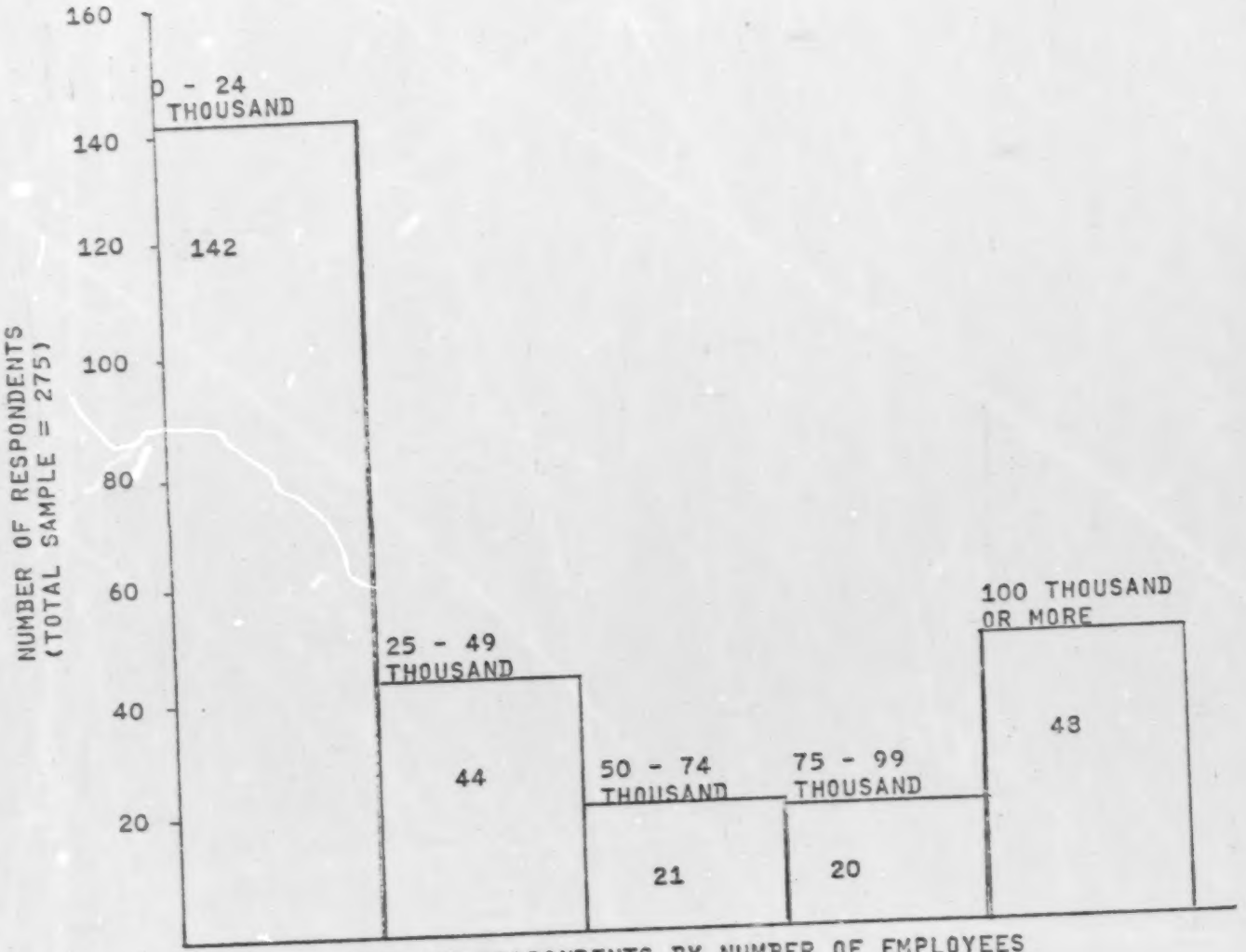
160
140
120
100
80
60
40
20
NUMBER OF RESPONDENTS
(TOTAL SAMPLE = 275)
0 - 24
THOUSAND
142
25 - 49
THOUSAND
44
50 - 74
THOUSAND
21
75 - 99
THOUSAND
20
100 THOUSAND
OR MORE
48
NUMBER OF RESPONDENTS BY NUMBER OF EMPLOYEES

FIGURE 3

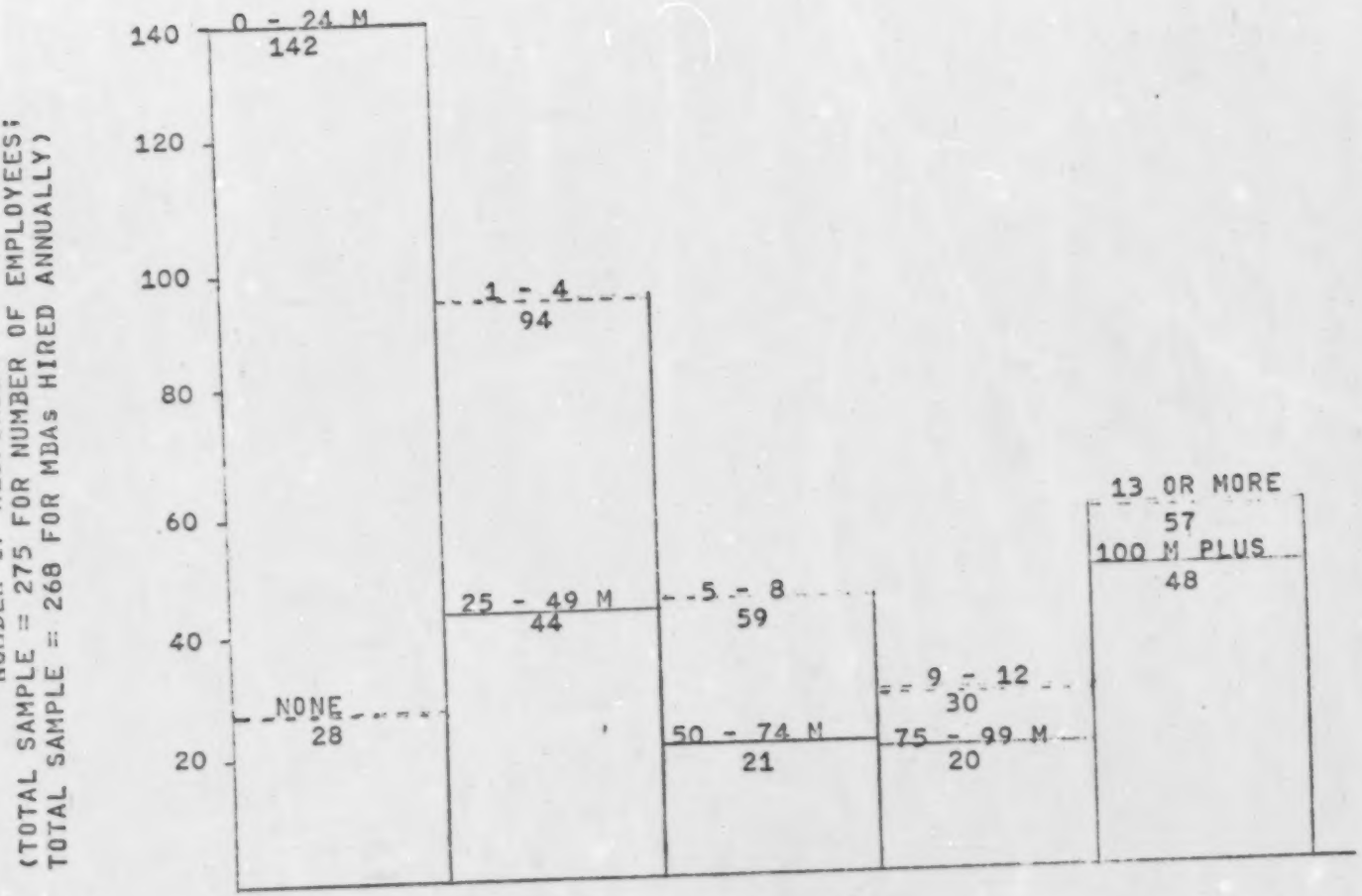

FIGURE 4

——— NUMBER OF RESPONDENTS BY NUMBER OF EMPLOYEES (IN THOUSANDS)
– – – – NUMBER OF RESPONDENTS BY NUMBER OF MBA DEGREE HOLDERS HIRED ANNUALLY

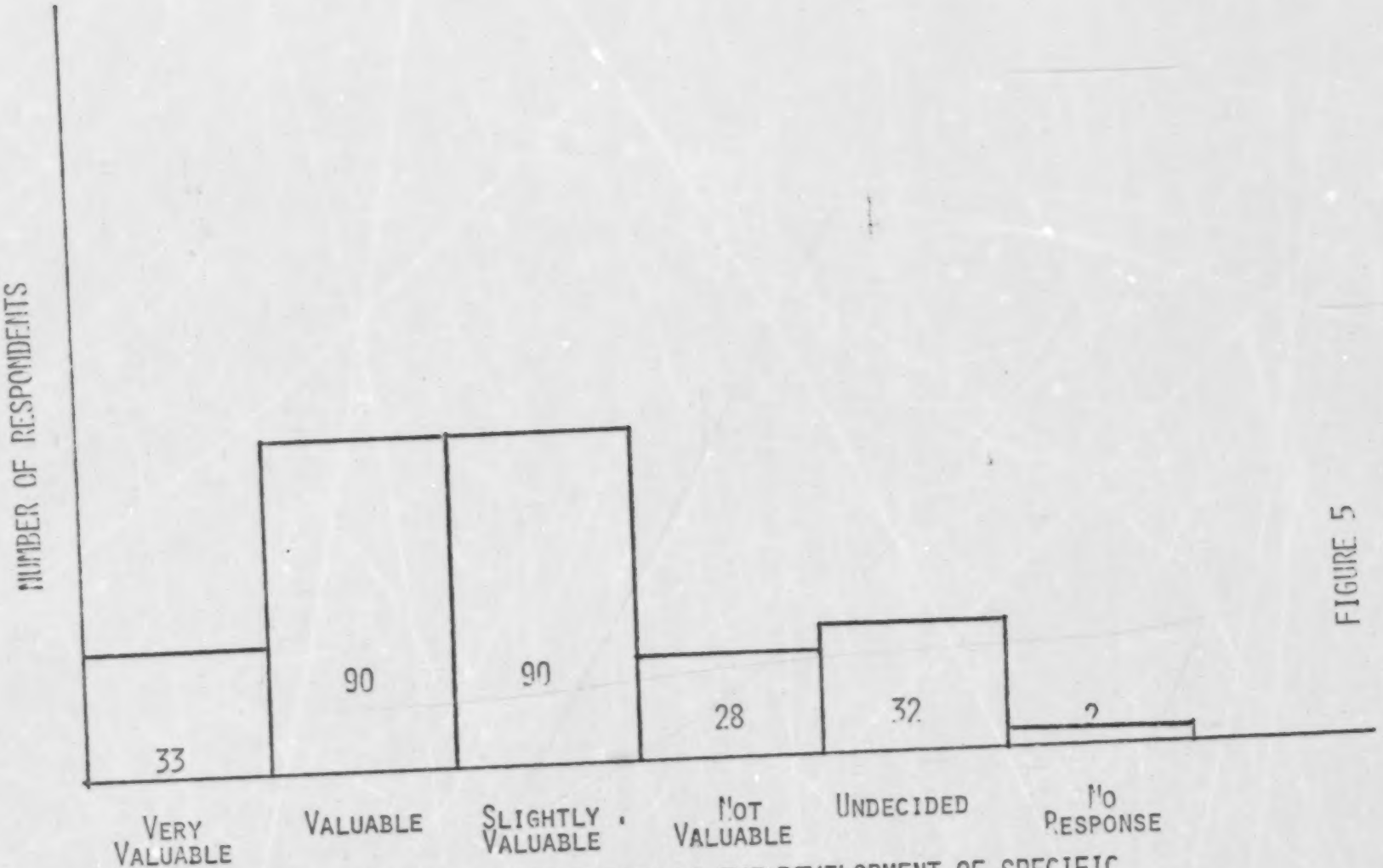

FIGURE 5

MULTINATIONAL CORPORATIONS' PERCEPTION OF THE DEVELOPMENT OF SPECIFIC INTERNATIONAL CURRICULA IN MBA PROGRAMS

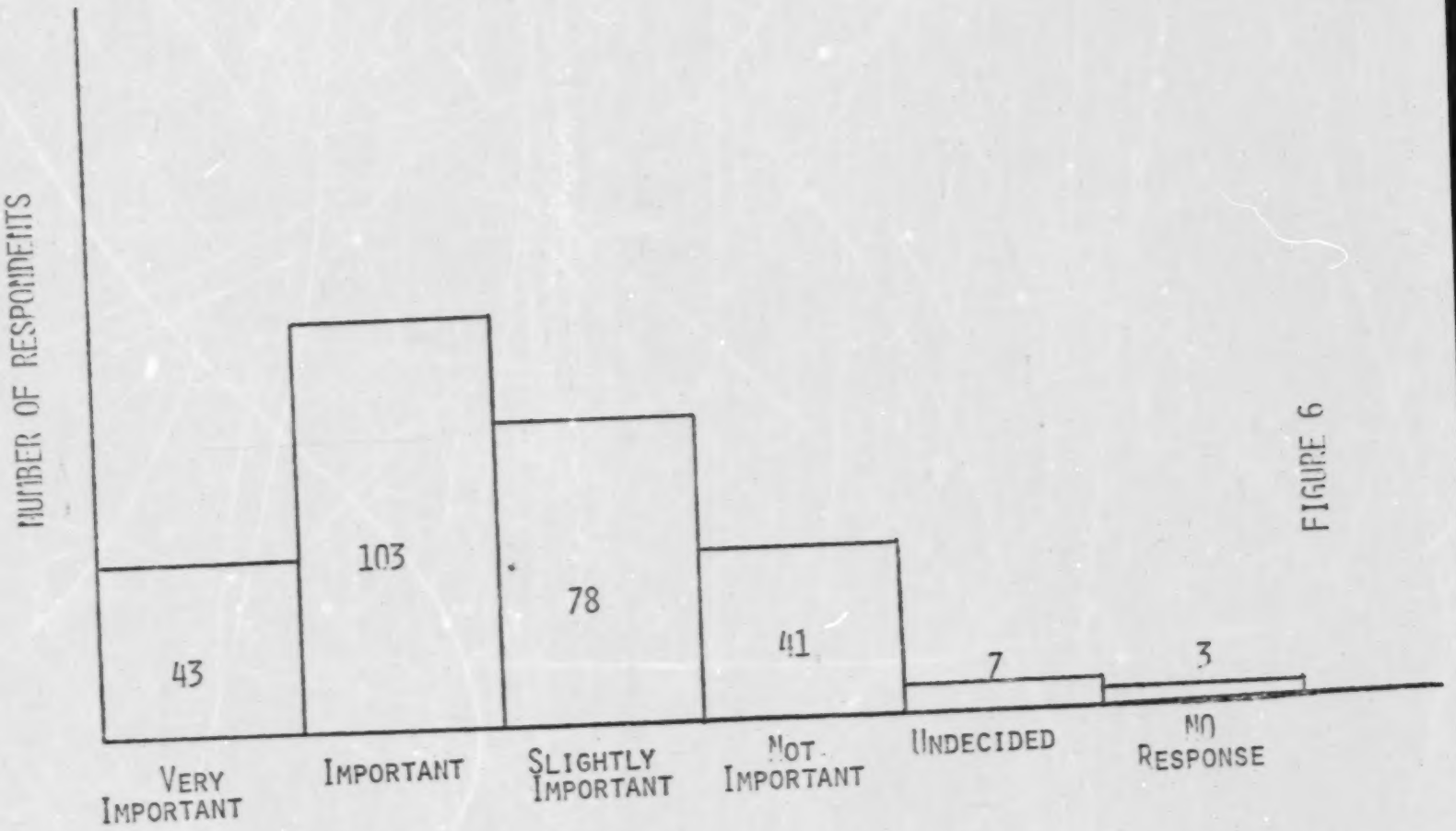

FIGURE 6

MULTINATIONAL CORPORATIONS' PERCEPTION OF THE IMPORTANCE OF FLUENCY IN A FOREIGN LANGUAGE AS A HIRING REQUIREMENT

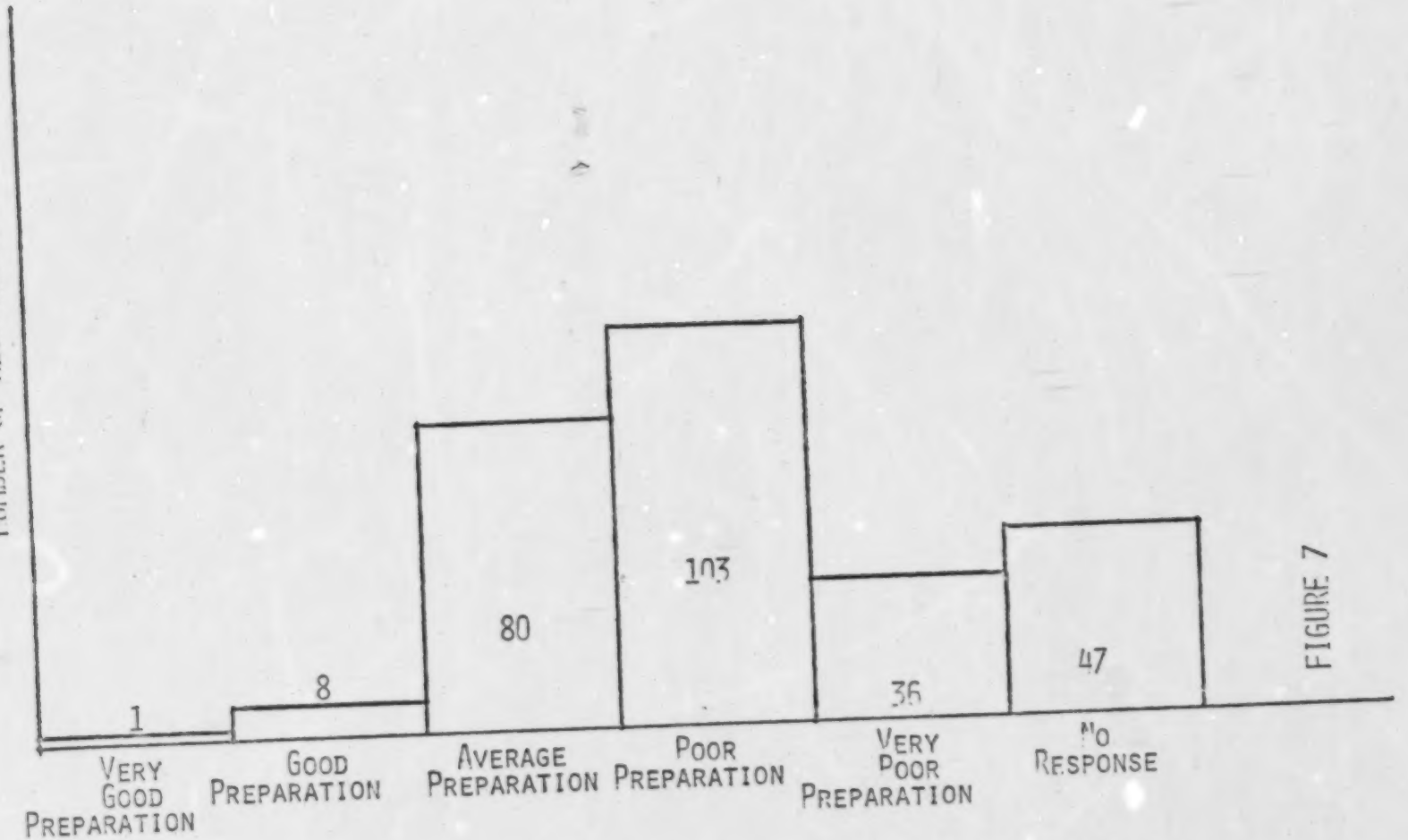

FIGURE 7

MULTINATIONAL CORPORATIONS' PERCEPTION OF FOREIGN LANGUAGE DEPARTMENTS' PREPARATION OF FUTURE INTERNATIONAL MANAGERS

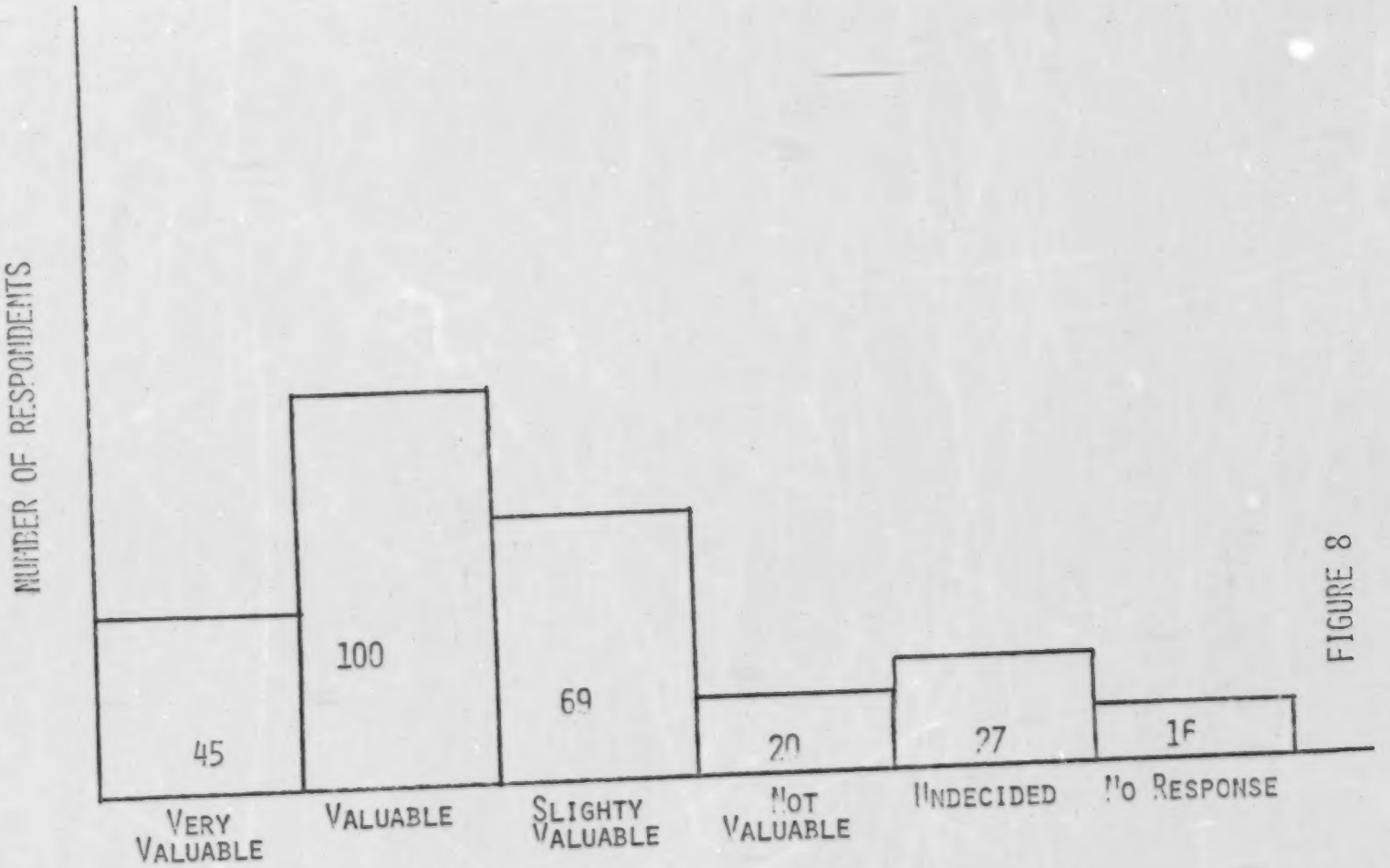

FIGURE 8

MULTINATIONAL CORPORATIONS' PERCEPTION OF THE VALUE OF ONE YEARS' FOREIGN EXPERIENCE PRIOR TO MBA EDUCATION

GEOGRAPHIC AREA FOREIGN BUSINESS VOLUME	AFRICA	WESTERN EUROPE	MIDDLE EAST	CANADA	CENTRAL AND S. AMERICA	FAR EAST	EASTERN EUROPE & SOVIET UNION
LARGEST	5	172	15	31	17	35	4
2ND LARGEST	8	46	11	57	60	55	3
3RD LARGEST	12	16	16	50	59	59	3
4TH LARGEST	22	5	32	29	47	35	6
5TH LARGEST	36	5	38	14	24	15	13
6TH LARGEST	35	0	37	18	5	10	17
7TH LARGEST	24	0	7	1	1	1	65
NO BUSINESS IN THIS AREA	133	31	119	75	62	65	164

FIGURE 6

NUMBER OF RESPONDENTS RANKING FOREIGN BUSINESS VOLUME BY GEOGRAPHIC AREA

(FOR EXAMPLE: 172 RESPONDENTS INDICATED THAT THEIR LARGEST FOREIGN BUSINESS VOLUME WAS IN WESTERN EUROPE; 46 INDICATED THEIR SECOND LARGEST FOREIGN BUSINESS VOLUME WAS IN WESTERN EUROPE; ETC.)

GEOGRAPHIC AREA RANK ORDER OF IMPORTANCE	AFRICA	WESTERN EUROPE	MIDDLE EAST	CANADA	CENTRAL AND S. AMERICA	FAR EAST	EASTERN EUROPE & SOVIET UNION
1ST	16	137	12	11	41	31	5
2ND	9	31	19	55	44	45	4
3RD	8	20	22	20	56	53	7
4TH	16	11	30	14	27	29	16
5TH	23	7	28	13	16	15	16
6TH	30	5	26	17	8	6	46
7TH	24	7	7	33	6	5	46
NO PREFERENCE FOR THIS AREA	149	57	131	112	79	91	163

FIGURE 10

NUMBER OF RESPONDENTS RANKING AREAS FROM WHICH THEY WOULD LIKE TO SEE MANAGEMENT TALENT DRAWN VERSUS ORDER OF IMPORTANCE

CRITERIA DESCRIPTION	TECHNICAL ABILITY	PREVIOUS OVERSEAS EXPERIENCE	LANGUAGE ABILITY	ENVIRONMENTAL ADAPTABILITY	OTHER
RANK ORDER OF IMPORTANCE					
1ST	176	28	15	44	25
2ND	47	44	58	72	11
3RD	21	60	88	49	3
4TH	7	81	62	56	2
5TH	3	11	7	11	23
NO PREFERENCE	21	51	45	43	211

FIGURE 11

NUMBER OF RESPONDENTS RATING VARIOUS EMPLOYMENT CRITERIA BY ORDER OF IMPORTANCE (FOR EXAMPLE; 176 RESPONDENTS INDICATED THAT TECHNICAL ABILITY WAS THE MOST IMPORTANT CRITERIA FOR SELECTING EMPLOYEES FOR FOREIGN WORK.)

TOTAL ASSETS (MILLIONS OF DOLLARS)	APPROXIMATELY HOW MANY MPAs DO YOU HIRE ANNUALLY?				
	NONE	1 TO 4	5 TO 8	9 TO 12	13 OR MORE
LESS THAN 1	3	5	2	0	0
1 TO 49	10	22	7	1	0
50 TO 99	2	13	0	2	0
100 TO 250	5	23	10	2	1
MORE THAN 250	8	35	34	25	52

FIGURE 12

NUMBER OF RESPONSES CATEGORIZED BY ASSETS VERSUS MPAs HIRED ANNUALLY

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TYPE OF BUSINESS	DO YOU HIRE MBAs FOR USE IN YOUR INTERNATIONAL OPERATIONS? YES	NO
SERVICES	5	24
BANKS, INSURANCE, & REAL ESTATE	20	15
MANUFACTURING & CONSTRUCTION	25	118
WHOLESALING & RETAILING	12	13
MINING, OIL, & GAS	9	15

NUMBER OF RESPONSES CATEGORIZED BY TYPE OF BUSINESS VERSUS MBAs HIRED FOR INTERNATIONAL OPERATIONS

FIGURE 13

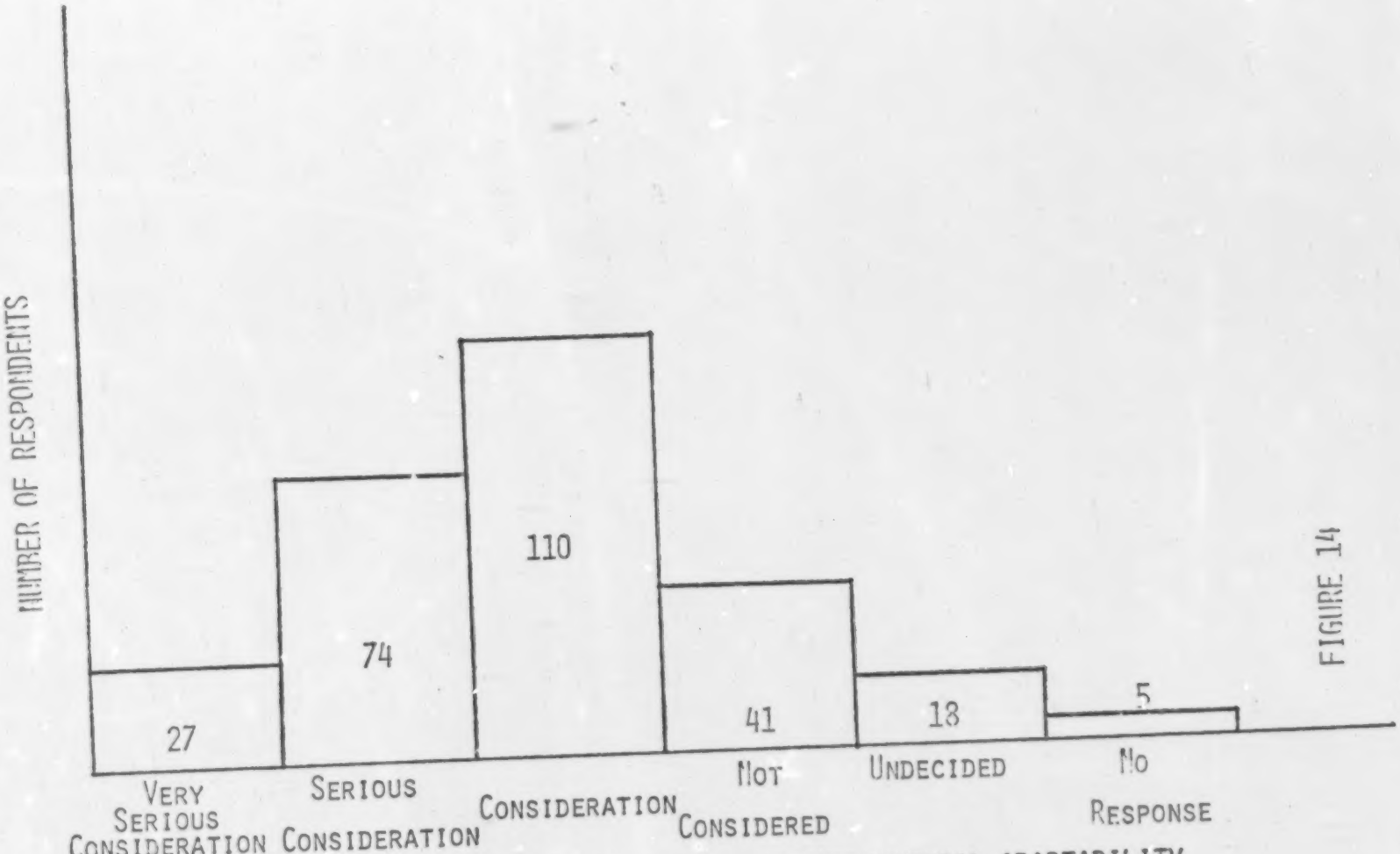

FIGURE 14

MULTINATIONAL CORPORATIONS' CONSIDERATION OF THE CULTURAL ADAPTABILITY OF THE NON-WORKING SPOUSE

APPENDIX B

COMPUTER GENERATED RESULTS

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```
                    ***SORT AUTOMATIC***
 4  1  1  60   0130250  2  2  2  2  3  2  14320  3  4  2  2  1  0300120   2
 4  1  1  60   0130250  2  2  2  2  3  2  14320  3  4  3  1  1  0140320   2
 1  3  2  99   0103020  1  3  1  3  4  3  13420  3  4  3  1  1  0140320   2
JJJJ
```

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4	3	3	60	0043210	3	5	1	1	2	2	13240	3	3	2	1	1	3054211	2
4	3	3	90	0100020	1	4	1	1	3	2	12430	2	3	1	1	1	0200013	2
5	1	1	70	7165423	1	3	2	2	2	2	13240	4	3	2	2	1	0102300	2
5	2	1	80	0020100	2	3	2	3	3	3	13200	4	4	2	2	1	0000100	2
5	2	2	50	2310000	2	4	2	2	2	2	13240	3	3	2	1	1	2310000	2
5	2	2	50	0310000	2	3	2	2	3	1	12301	3	4	2	1	1	0010000	2
5	3	1	70	0230100	3	2	3	2	1	1	13240	2	5	4	1	1	6245137	1
5	3	2	35	5240317	1	4	2	1	1	1	13240	2	4	3	2	1	1536247	2
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5	3	2	15	2310000	2	2	1	2	2	2	12200	4	4	2	1	1	1230000	2
5	3	2	15	2300310	3	2	1	2	4	1	00000	4	6	2	1	3	0000000	2
5	4	1	01	0230310	3	2	2	3	4	1	10020	4	4	4	3	1	0102000	2
5	4	1	80	0102430	3	2	2	3	4	1	12430	3	5	1	2	1	2716435	2
5	4	2	40	3415267	2	3	1	1	4	3	12430	3	5	1	2	1	2716435	2
5	4	3	99	0000000	3	2	2	0	0	4	00000	0	0	6	3	3	0000000	1
5	5	1	30	5263417	1	3	2	3	3	1	23451	4	5	6	1	1	0100023	1
5	5	1	70	6200010	1	2	1	4	4	1	14523	3	6	4	1	1	0020010	2
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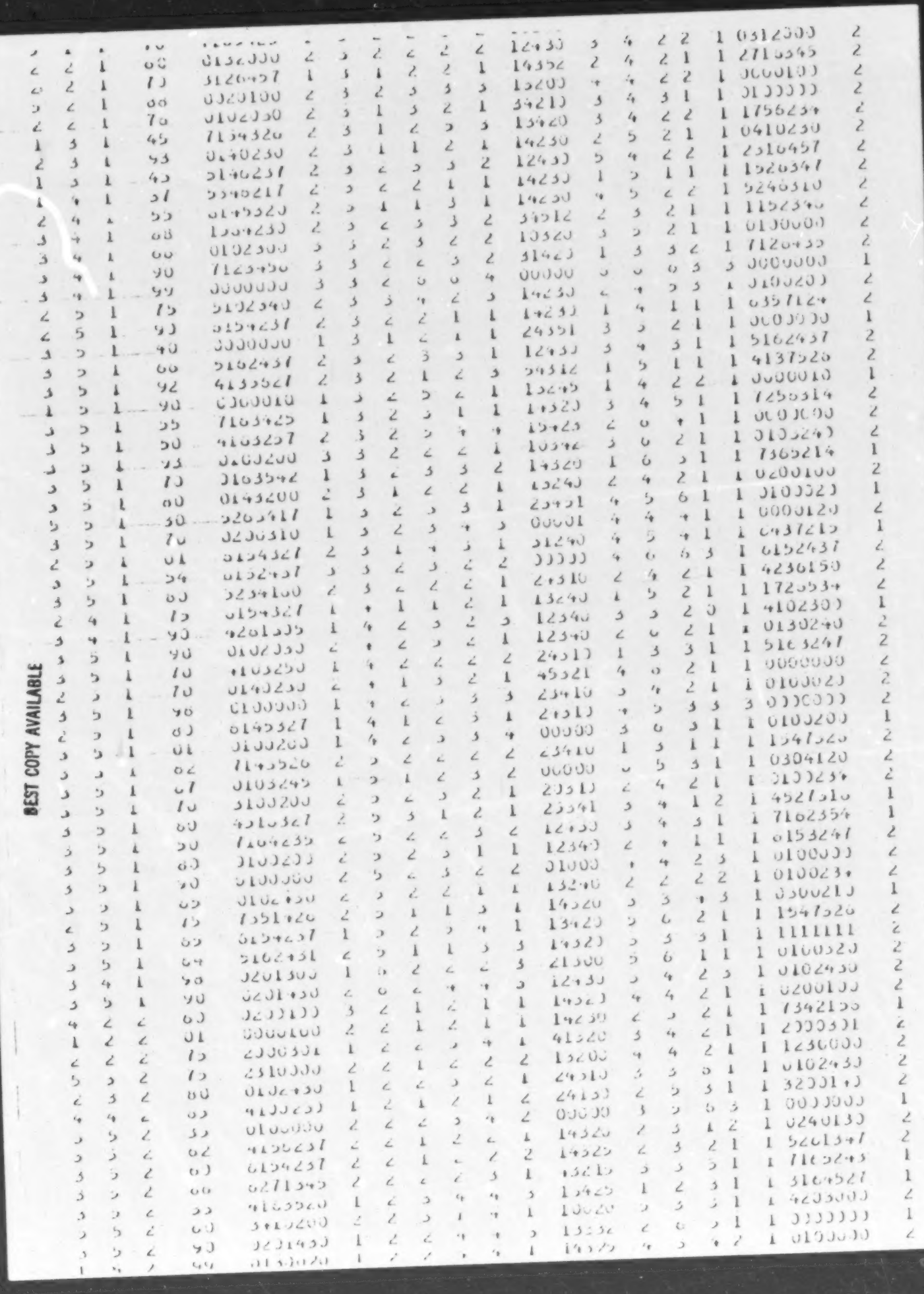

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